

SWR 99.9 FM SYDNEY'S WEST

2020+ Strategic Plan

# Contents

What and Why?	3
How will we achieve our goals?	4
Membership	5
Management	6
Programming	7
Sponsorship & Income	8
Environmental	9
Technical	10

# What and Why?

## What is this document?

A document which outlines SWR 999's strategy, aims and objectives for capacity building and sustainability in 2020 and beyond.

## Why is this document important to SWR 999?

This strategic plan formalises our strategy, aims and objectives. With a formal strategic plan in place, we can chart out our goals and monitor our progress.

# How will we achieve our goals?

We will determine success through these key measures:



# Membership

## What

- Encourage community participation in SWR 999 and increase a diverse membership.

## Strategy

- Actively promote and encourage the community to become part of SWR 999. Regular on-air promotions, social media posts and external advertising.
- Streamline the process to make it easier for new members to join. E.g. accept EFT payment, accept forms via e-mail.
- Consolidate our policies and procedures to make it easier and more transparent for members and the community.
- Encourage inactive members to participate and renew their membership at the end of financial year.
- Explore options to allow participation without the need to be a financial member.
- Further develop our diversity statement and community participation policy.
- Aim for a gender balanced membership by encouraging Women to participate and hold key positions

## Our Goals

- 130 Members and volunteers by June 2020. Retain 80% after membership renewal.
- Minimum one post per month on social media encouraging participation.
- Increase office hours to 28 per week (currently 17.5) to execute the above strategy.
- Gender balanced community representation.



# Management



## What

- Provide open, inclusive and transparent governance.



## Strategy

- Set a yearly budget and review regularly.
- Set a yearly strategic plan and review regularly.
- Hold board meetings at a time where participation is highest.
- Increase admin hours to facilitate our strategy



## Our Goals

- Budget developed for the 20/21 financial year by June 2020. Reviewed monthly.
- Strategic Plan for the 20/21 financial year by May 2020.
- Increase paid admin hours to 28 per week

# Programming

## What:

Increase airtime sold for locally produced shows for increased local content and participation. Increase relevant talk content to align with the national averages for sub metro community.

## Strategy:

- Rely less on income obtained from sale of airtime. Reduce the airtime fees from \$22.50 p/h to make airtime financially accessible.
- Lower airtime fees = more airtime sold to local people and more community participation.
- Support the production of local spoken content. OBs, sport, local news.
- Explore the idea of producing a professional local news service for Sydney's West. Explore possibility of other Western Sydney sub metro stations being involved in such a project.
- Make studio facilities available to community to create content in addition to the core FM service

## Our Goals:

- \$20 p/h or lower by April 2020 pending other income.
- \$15p/h or lower by December 2021 pending other income.
- Minimum 6 hours per day sold for community access shows, (increasing diversity in programming) by 2020.
- Regular local news bulletins in 2021 to complement the national news service and existing local news items



# Sponsorship & Income

## What:

Increase income substantially from sponsorship to rely less on members' contributions and grants. Grants only to subsidise activities, not as a principal source of income.

## Strategy:

- Continue to support a salary for a Sponsorship coordinator.
- Continue to explore grant opportunities other than the CBF, such as local council and club grants.
- Continue to hold fundraisers such as community BBQs.

## Our Goals:

- A 40% increase on current sponsorship by end of 19/20 financial year.
- Income from sponsorship in the 18/19 was approximately \$58k. Target is \$81k annually beyond 2020.
- Sponsorship co-ordinator position 20% more self-sustained by December 2020, relying less on members contributions or grants to support the role.
- Sponsorship income to support the target of lowering the airtime access fees to \$15p/h by end of 2021.
- Sponsorship to be the principal self-sustaining source of income by 2025.



Approximately \$58k gross income from sponsorship. Target was \$42k.

2018/2019

2019/2020

Target is to reach \$81k gross income from sponsorships.

Income from sponsorship to support the target of lowering the fees associated with airtime access.

2020/2021

# Technical

## What:

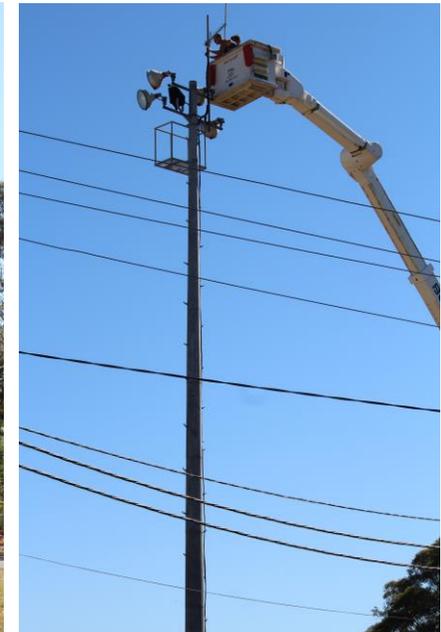
- Provide and maintain reliable, accessible and modern broadcast facilities for the production of local content. Ensure lack of technical facilities is not inhibiting members from creating content.

## Strategy:

- Budget for ongoing maintenance of equipment. Raise and reserve money for future update of studio equipment. Maintain a detailed log of studio faults to ensure repairs are carried out quickly and not inhibiting the communities' ability to create content.
- Maintain reliable and robust transmission infrastructure to ensure the service is able to meet the licence technical specification without any downtime.
- Reconfigure studio facilities so they are not tied exclusively to the FM broadcast

## Goals:

- Detailed studio log faults and regular studio maintenance.
- Rebuild studios by December 2020.



# Environmental

## What:

- Ensure our operations have limited impact on our environment.

## Strategy:

- Reduce electricity consumption.
- Recycle appropriate materials.
- Work with council to update inefficient air conditioning system.
- Develop and communicate an environmental policy

## Goals:

- Old Air-conditioning system upgraded by March 2020.
- LED lighting by December 2020.
- New insulation in studios by August 2020.
- Administration to be 100% paperless by 2025.

